



**Barossa Village**  
*people at our heart*

# Annual Report 2021





Photo by John Day  
ILU Resident

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Helen O'Brien, Chair

“To love what you do and feel like it matters, how could anything be more fun?”

Katherine Graham

## Chair's Message

**On behalf of the Barossa Village Board, I am pleased to present the Annual Report for 2020-2021 financial year which demonstrates a clear vision, good governance and financial leadership and an unwavering commitment towards 'people at our heart'.**

I especially want to acknowledge the leadership of our previous Chair, John Angas who stepped down during this period. We are pleased that John still remains on the Board along with other members Sally Collings, Barb Storey, Trudi Vaughan, Mark George, Matt McCulloch, David Quodling and me in bringing considerable talents and skills to the table.

During this year the full impact of the Royal Commission into Aged

Care unfolded with the Federal Government taking up 129 of the 148 recommendations. Barossa Village reports full compliance with the new recommendations, often realising standards in excess of requirements.

COVID19 has presented many challenges for the aged care sector and again we are able to demonstrate outstanding progress: our staff and volunteers have committed to vaccinations at a level not often equalled anywhere within the sector, all residents and community personnel have been kept safe and the warmth and care for which Barossa Village is known is undiminished.

The Board, leadership, staff and volunteers have continued to support a strong improvement

agenda including improved governance practices, development of a new leadership structure, re-developed human resource practices, increased numbers of volunteers and opening of the hydrotherapy pool and Op-Shop services. Our 21-bed expansion is well underway and promises outstanding care and services for those future residents.

Key to Barossa Village's success is its forward thinking Board, committed leaders and staff and passionate volunteers. This year we celebrated this commitment and passion at the Staff and Volunteers Recognition Dinner, our biggest ever: a grand occasion.

The Board continues to look to the future, to ensure financial viability through wise investment,

the development of new sites and services and expanded workplace practices that will ensure the continuing provision of highly competent staff.

Currently, the Board is working with external consultants over the design and development of a new site which will encompass state-of-the-art intergenerational housing and facilities. This promises a unique, futures focused opportunity for local residents and extended partnerships with local organisations.

The Board is pleased to announce growth in all areas of the business and it looks to the future with great enthusiasm. It expresses thanks to our CEO, Simon Newbold, General Managers, Matt Kowald, Ben Hall and Dave Rundle and to the staff for its commitment,

Leadership and expertise. We thank too our extraordinary group of volunteers who bring much to the organisation and therefore the lives of all residents and clients.



Simon Newbold, CEO

## CEO's Report

**In a year filled with uncertainty, discomfort and change, Barossa Village continued to support over 850 older people in our community, keeping them safe, engaged and connected.**

This was done through the skill, dedication and "can do" attitude of our 220 employees, 70 contractors and over 135 volunteers that worked together in providing wonderful experiences for our residents and clients every single day.

To support our staff and align our workforce with our integrated care philosophy, we embarked on an organisational restructure that removed silos in our care and service delivery. Matt Kowald was appointed General Manager, Integrated Care Services looking after Community

and Residential Care and Ben Hall's role as General Manager, Service Delivery expanded into hospitality, cleaning and laundry, complementing his maintenance, gardening and building portfolio.

We also expanded our executive team through the appointment of David Rundle as General Manager, People and Culture looking after customer service, volunteers and workforce development. Lisa Ognjanovic joined David's team as Community Development Officer focusing on expanding volunteer opportunities, undertaking consumer engagement and managing the new Village Op Shop located in the Arthur and Gladys Reusch Community Centre.

This new structure has provided the platform

for continued growth, innovation and to promote career opportunities within our organisation for many years to come.

Our strategic focus continued to gain momentum with many key activities implemented that underpinned our strategic plan outcomes. We continued to invest in people, infrastructure and quality outcomes to meet the needs of the community.

It was pleasing to see the Hydrotherapy Pool completed and used by many in the community to manage pain, improve rehab outcomes after surgeries and provide therapeutic benefits for general wellbeing. The 21 bed expansion of our aged care facility is well under way and will be completed in mid-2022.

We are now investing into research of the desired living environments and care models for the next generation of older people, enriching their lives through staying connected, being purposeful and engaged. This is an exciting time to be involved in Barossa Village.

I would like to thank both John Angas and Helen O'Brien for their support and guidance in their roles as Chair of the Barossa Village Board, in conjunction with all Board members for their ongoing stewardship. I would also like to thank my executive team for their continued drive and enthusiasm and the commitment and loyalty of our staff and volunteers.

## 2020/21 Snapshot

**220** Employees

**70** Contractors

**135** Volunteers

**139** Home Care

Packages (up from 123)

**435** Commonwealth

Home Support Program

Clients (up from 360)

**19** Independent

Living Units Sold

**90%** Unit Occupancy

**\$714,000**

Operational Surplus



Sam Mason, Finance Manager

“The only limitations are the ones we put on ourselves.”

Ita Buttrose

## Financial Report

**The F2020/2021 financial year was very successful with all areas of the business growing and contributing to a positive financial result that underpinned our continued investment into our people, property infrastructure and technology.**

Extra funding from the federal government and the ability to attract a high level of grant funding was a major contributor to our \$714,000 operational surplus.

Continued investment into our marketing strategy including advertising on radio and print media assisted in record Independent Living Unit (ILU) sales for the second year in a row, licensing 19 Independent Living Units generating \$3,326,000 in net cash inflows.

The 14.8% growth in Home Care Packages and 100% increase Commonwealth Home Support funding allowed us to take on many new clients and support them to remain safe in their own homes.

Our Commercial revenue increased through the new Village Op Shop, Hydrotherapy Pool and expansion of our office space in both the Arthur and Gladys Reusch Community Centre and The Lodge attracted new commercial tenants to our premises.

In line with our strategic plan we invested \$697,000 into various technologies to support our staff in undertaking their work, and assist our clients and residents to live a better life. We also invested \$4,850,000 in property infrastructure, completing the Hydrotherapy Pool

and starting the 21 bed expansion of the Residency. Over 20 ILU's were also refurbished before being licensed providing modern contemporary homes for our new residents.

Barossa Village has committed \$5,945,000 to capital expenditure for the F21/22 financial year including the construction of three new ILUs, Residency expansion and continual upgrade and replacement of our assets.

We are forecasting cash inflows of \$8,420,000 from operations, asset sales and ILU sales that will increase our investment reserves by \$2,475,000 and self-fund our infrastructure projects. This includes \$2,500,000 in grant funding from the federal government.

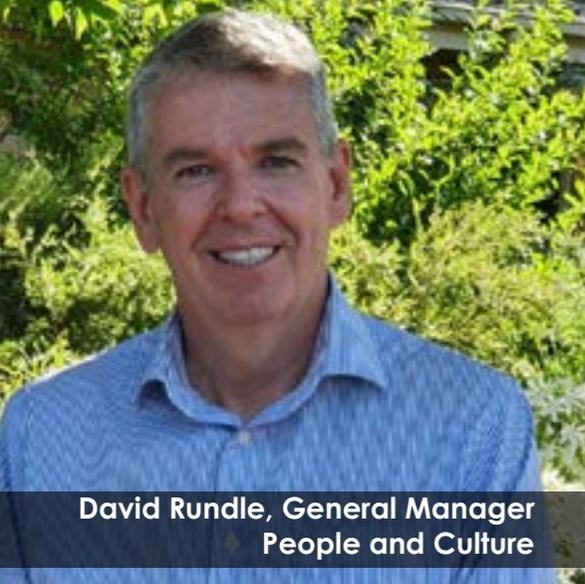
The next 12 months will continue to be

challenging with an overall lack of government funding for Residential Care and the ever increasing investment in quality outcomes for our residents and clients. We will continue to innovate and invest strategically in all areas of our business with a focus on recruiting new employees and providing career opportunities for our existing workers.

This will underpin the delivery of high quality services and living environments for many in our community, providing choice and affordability options for all.



Simon Newbold, CEO; Clare Pietsch, Home Care Manager; Carol Chipman, Support Officer; Matt Kowald, General Manager, Integrated Care



David Rundle, General Manager  
People and Culture

The real competitive advantage in any business is one word only, which is “people”.

Kamil Toume

## People & Culture

**Over the next five years, Barossa Village faces an extremely competitive staff resourcing environment.**

An impending demographic shift indicates that more and more people over the age of 85 will require care and assistance with their daily living. A larger proportion of this group will require higher levels of care due to complex medical conditions. This presents a significant challenge for the Australian aged care sector and Barossa Village.

As the demand for a skilled and sustainable workforce continues to grow, worker availability is dwindling, based on the pending retirement and attrition of approximately 30% of the workforce over the next 15 years. With this in mind, the focus

of People & Culture at Barossa Village will be on the attraction and retention of a skilled and committed workforce.

The ability to form partnerships with educational facilities creating feeder models through placement to permanency is critical to both long and short term sustainability.

A continued focus on refining our induction and on-boarding practices will ensure that employees who enter Barossa Village are equipped to navigate the complexities of our workplace. Reviewing and refining our workforce planning approach will ensure trained resources are allocated to service the demand successfully, with quality and efficiency. The introduction of the Mirus Workforce system in 2022 will further assist

by automating and improving our ability to optimise the workforce and achieve service levels and quality at an efficient level.

Considerable effort will be committed to leadership development and training for leaders to create a work environment and culture with high levels of engagement and performance excellence. ‘People at our Heart’ means building relationships through recognition, coaching and support. The introduction of a Barossa Village Leadership program will incorporate communications, coaching and performance management units that will underpin our approach to managing people.

Measuring outcomes of these programs is crucial to their success. The launch of the 2021 Staff Engagement survey provided Barossa Village identified areas of strength and opportunity. A result of 64% indicated that the majority of employees are currently engaged and when the option presents, will say positive things about the organisation, are invested and wish to stay, and are committed to providing effort above what is required within their roles.

The creation of a business wide Engagement Action Plan will ensure continuous improvement in both engagement and organisational performance.



Sandy Hage, Reception - The Residency



**Lisa Ognjanovic**  
Community Development Officer

“The persistent appetite of human beings for community is what we should all be dedicated to. “

**Fr. Bob Maguire**

## Community Engagement

**Barossa Village provides many opportunities for volunteer engagement, working with and supporting our staff and clients.**

Volunteers participate as drivers with our community clients, assist Lifestyle staff in exercise classes, help on bus excursions and at our popular Friday Café.

At the Residency, volunteers provide meaningful companionship, support the Lifestyle team with their program of activities and help run our much loved Pat's Cafe.

The Ladies' Auxiliary also plays an important volunteering role at Barossa Village, raising funds for the Residency.

A group of volunteers are specifically trained and supported in providing palliative care.

A large expansion of volunteer roles this year has been in the Village Op Shop, which is currently open weekly, from Wednesday to Friday. Funds raised will be redirected back to the Barossa Valley community through scholarships in the aged care sector.

This year Barossa Village expanded volunteering opportunities to a wider range of community members. We are working closely with Nuriootpa High School to give students volunteering opportunities and with businesses looking to place staff post-injury as they return to work.

An exciting development is VolunteerAbility, a program which aims to create more inclusive communities by expanding organisational practices and growing

## & Volunteering

opportunities for all volunteers in South Australia, including people with disability. It recognises volunteers' value to our society by providing the tools for volunteers with disability and volunteering organisations to work together in a meaningful role.

Initiatives around volunteering include the introduction of a management database, distribution of a monthly e-newsletter and holding regular afternoon teas as a way to keep volunteers connected with the sector, Barossa Village and one another.

Barossa Village acknowledges the role of our volunteers who, assist our community in so many ways.



**Hazel Humberdross and Kish Rundle**  
Volunteers - The Village Op Shop



**Matt Kowald, General Manager  
Integrated Care**

“There are only four kinds of people in the world: Those who have been caregivers, those who are currently caregivers, those who will be caregivers, and those who will need a caregiver.”

**Rosalyn Carter**

## Integrated Care

### Residential Care

**Barossa Village is enormously proud of the resilience our people have shown throughout 2020 and into 2021.**

The focus of 2021 will be preparing for challenges we will face in the future.

#### Impact of COVID

Lock downs caused significant disruption to service delivery and workforce planning; maintaining workforce morale and recruiting staff were challenging; vaccinations were completed for all residents and staff.

#### Royal Commission Findings

The Royal Commission into Aged Care will have a significant and long lasting

effect on the industry. Changes in legislation have already been made, most notably in the Serious Incident Response Scheme, providing a process and culture change for the entire industry by creating more accountability around the management of incidents.

#### Business Improvement Fund

Barossa Village secured a \$326,000 Commonwealth grant for business improvement, allocated to three significant projects:

##### Mirus Works

An IT solution to: Improve the efficiency of our rostering; provide demand based rostering solutions; deliver a thorough understanding of rostering and cost control for managers at the

Residency. To be rolled out in December 2021.

##### Mirus Admissions

A client management system and training package for admissions into services and accommodation.

##### Dementia Detailing

An inclusive education package to increase the skills and confidence of all staff in the management of residents including those living with dementia. The extensive development of this program was in conjunction with residents, their families and staff.

#### Projects & Initiatives

##### RIAM

Software was introduced this year to manage clinical risk, a vital component of the current aged care standards.

RIAM provides a comprehensive overview of organisational and individual clinical risks, and assists compliance by keeping a running record of the Quality Commission's risk based questions and consumer experience questions.

##### Call Bells and Phones

Barossa Village committed to a significant upgrade of our phone and call bell system. Extensive systems research resulted in Voda Communication being selected for its real time location functionality.

##### Research

Barossa Village works with many research partners and this year they included the Global Centre for Modern Aging, Muru Music and Flinders University. The focus of these studies is to improve the quality of lives of older

people living in residential aged care.

##### New Wing

In mid-2021, construction commenced on our 21 bed addition to the Residency, designated for the provision of additional capacity, a dedicated respite and re-enablement wing and a targeted dementia care space. The design process was completed with Walter Brooke Architects and we look forward to a June 2022 opening.



Clare Pietsch  
Home Care Manager

“Never believe that a few caring people can’t change the world. For, indeed, that’s all who ever have.”

Margaret Mead

## Integrated Care

### Community Care

**The Community Care team grew to meet ongoing demand in Home Care Packages and the Commonwealth Home Support Program.**

Barossa Village welcomed the addition of two care coordinators to support our community care clients and a community support officer to meet the needs of our growing team. A part time registered nurse was employed to meet all nursing requirements for our higher level package recipients.

With the Royal Commission and Federal Government committed to reducing the waiting list for Home Care Packages a positive outcome for those waiting for a package, it has added to the pressure of workforce management.

The need for aged care workers will only increase with additional home care packages being released and the community team continually looks to recruit in home service providers to meet growing demand for services.

The Commonwealth Home Support Program (CHSP) continues to grow, requiring the appointment of an additional full time staff member. Under this program we were successful in several grant applications: COVID funding to support a meal delivery service for clients, which has carried over from last year helping to continue providing this meal service; funding for additional service provision to include personal care services not previously provided by Barossa Village.

Continued challenges over the past year, including sudden COVID Lock downs, led to changes in services and procedures at very short notice. Coordinators, support officers and in home service providers, adapted quickly and professionally to support our clients and keep them safe during these times.

While it has been a very productive year, it has undoubtedly proven to be stressful at times and the community team has shown compassion and dedication throughout.

Barossa Village looks forward to another successful year of providing exceptional community care.



Keith and Janet Hoppo  
Independent Living Unit Residents - Tanunda



Julie Cartwright, Lifestyle Manager

“If you find it in your heart to care for someone else, you will have succeeded.”

Maya Angelou

## Lifestyle Programs

**Throughout the year Lifestyle Programs offered to Barossa Village clients and residents were constantly evaluated and reviewed, with new programs introduced to align with interests and needs.**

We endeavoured to provide the opportunity for individuals to pursue or maintain a passion they had previously enjoyed, or to dabble in a new hobby.

Recognising that loneliness is high amongst our aged community, we introduced Companion Therapy, where a Lifestyle Staff member interacts on a one to one basis for a more meaningful and purposeful experience.

Our focus was also on reablement and maintaining a good quality of life. Regular and

varied exercise programs are held to assist with maintaining all levels of fitness.

The Lifestyle Program Calendar was continually developed to cater for diverse interests; you may find a session with a local historian one week and a cheese and wine tasting the next. This Calendar is available in the “Client Zone” on our new website and is kept up to date by staff.

Connections with community groups were maintained, including the Lions Club of Barossa Valley who provide an engaging atmosphere at the Tinkers Shed in Nuriootpa. Here, men gather and stay connected while working on projects and woodwork products sold in our shop at The Residency.

The Dementia Detailing project we have undertaken this year has created an environment where all staff can learn how to engage in and develop quality connections with our residents, no matter what task they are performing at the time.



Lifestyle Program clients Judy Clarke, Barb Kolbe and Pauline Farrell



Ben Hall, General Manager Service Delivery

“Preparation for tomorrow is hard work today.”

Bruce Lee

## Infrastructure & Developments

**While some industries ground to a halt, Barossa Village kept moving forward, overcoming the challenges of working in a “COVID normal” world.**

### Independent Living Units

We continue to improve the maintenance and gardening services provided to our Independent Living Unit community. Our gardeners take in excess of 300,000 steps a week as they navigate their way around the region taking care of gardens. Not to be outdone our maintenance team completed over 2,200 jobs, ensuring that our clients’ homes remain comfortable, safe and enjoyable.

Over 20 independent living unit refurbishments were completed across our housing inventory. We

defined and implemented a new set of design selections that aid aging in place to meet the current and future needs of our clients. The choice of fixtures and fittings that are available to us now better support client lifestyle and wellbeing, and the new home builds planned for Scholz, Heidrich and Buna/Kokoda, commencing in 2022, will be no exception.

### Hydrotherapy Pool

Our Community Hydrotherapy Pool is now being used by allied health practitioners and increasing numbers of people in the community. We continue to receive comments, ‘what a fantastic facility it is’; an asset for the Barossa and one that sets a benchmark for aged care service providers.

### Investments in Technology

Technology continued to be a focus of our investment. Information Communication and Technology (ITC) systems and software improvements will give us capability to better meet current demands and the capacity to service future growth. Our new call bell system in the Residency and our asset location tracking system (RTLS) will improve the way in which we support and respond to the needs of our residents, and prepare us for the expansion of the facility which is due for completion in June 2022.

### Environmental Programs

With ongoing growth at Barossa Village, we implemented steps to manage the environmental cost of

our business. Progress over the past 12 months includes discussions with the Barossa Council over the roll out of green waste bins and perhaps the most exciting achievement in this space, entering into new power supply contracts that deliver financial savings for the Barossa Village and more importantly, “100% green power”.

**300,000**  
Steps a week taken by our gardeners

**2,200**  
Maintenance jobs completed

**20**  
Unit refurbishments completed





**Daniela Hongell**  
Sales and Marketing Manager

“Be open to them (the opportunities). Grasp them in your hands. Ask yourself, ‘If not, why not?’ Be bold, be bold, be bold.”

**Quentin Bryce**

## Sales and Marketing

### Marketing

COVID19 saw many business hit the pause button on their sales and marketing activities.

Barossa Village identified an opportunity to “fill the gap” in this space; to build confidence, security and trust in our brand, and innovate our marketing activities.

We launched our “Vine Change” campaign in partnership with media outlets in Adelaide, including Fiveaa and The Advertiser, broadening our brand messaging to clients in metropolitan Adelaide and regional South Australia.

With many regional newspapers closing down in the wake of COVID, it was important that we continued supporting

our local publications The Leader, The Barossa Mag and The Bunyip. We remained committed to these advertising partnerships.

The Barossa Village website was the key touch-point of our marketing activities, requiring a complete rebuild of the site. Six developers were invited to tender for the project, with local digital marketing agency Stellar Digital the winning tender.

Our brief was to build a site unique within the aged care sector that captures Barossa Village “people at our heart” and provides a positive user experience for retirement living, care and support service enquiries. The site went live, on schedule, in September 2020.

Towards the end of 2020, plans were initiated for a “Barossa Village Information Centre”, co-located with the Village Op Shop in the Arthur and Gladys Reusch Community Centre on Murray St Nuriootpa, next to the Vine Inn. This previously underutilised office space was converted into a bright, modern, reception and meeting space, where people could walk in appointment free, and talk to a Barossa Village staff member about aged care, retirement living, careers and volunteering. Launched in March 2021 the centre is open Wednesday to Friday, 9.30am – 3.30pm.

Staff and ILU clients were kept updated with weekly COVID communications from our COVID Response Team.

### Independent Living Unit Sales

Throughout 2020 enquiries and sales of our independent living units (ILUs) were strong across all unit offerings, the result of our “Vine Change” advertising campaign and a surge in property values and real estate activity.

People choosing to relocate to the Barossa saw our region as a place of safety to achieve their retirement goals, be located closer to family and friends, and easily access health services and shopping facilities.

With high demand for units, the pressure was on to complete vacant unit refurbishments. Barossa Village worked through 20 unit refurbishments in the reporting period, to create contemporary homes with

attention to detail and a strong focus on good design for older people.

We welcomed new ILU clients from interstate, regional South Australia, Adelaide and the Barossa.



**Volunteer Tanya with Resident, Penny Schick**

## Committees

### **Barossa Village Ladies' Auxiliary**

Fundraising for Residents at the Residency has always been the main aim of the Ladies Auxiliary, but with COVID arriving in Australia the impact on family life, work, business, organisations and charities has been immeasurable. In the Auxiliary's case, fundraising became very difficult and virtually non-existent.

The Auxiliary for the second year running had to cancel its major fund raiser, the May Luncheon/ Monster Raffle. A 2020 Spring Afternoon Tea was also cancelled,

however the Auxiliary is planning a 2021 Spring Afternoon Tea in October at the Vine Inn, subject to COVID restrictions, when hopefully a profit will be available to purchase items for Residents at the Residency.

Members are hopeful that 2022 will see the Auxiliary in a position to continue more fund raising activities, which they know will be difficult in these changed times and with an aging Auxiliary membership.

### **Noelene Thompson, Secretary**

### **Resident Representative Group**

The Resident Representative Group meets monthly to facilitate the exchange of information between the residents, staff and management.

Barossa Village promotes the Dignity in Care Principles of a relationship approach and seeks opportunities for residents to be involved in the provision of, not only their individual lifestyle needs, but also the wider issues relating to how the Barossa Village Residency delivers its services.

A General Manager and staff member from each department attend the monthly meetings to build an understanding of the importance of open communication.

Group participants identify and explore issues affecting the Residency, and proposes resident centred solutions to contribute to organisational improvement.

Recent consultation with this group has been

around the development of the new wing and improving the functionality of rooms, as well as assessing communal living spaces, gardens and the hydrotherapy pool.

The group has significant input into menu selections, new furnishings and the programming of special events.

They continued to meet through the COVID 19 restrictions showing their resilience and commitment.

Barossa Village Residency acknowledges the importance of undertaking consultation with its residents about their needs and satisfaction with services, policies, structures and programs we are providing.

### **Julie Cartwright, Lifestyle Manager**

### **Barossa Village Residents' Association**

In 2011 following advice from the South Australian Retirement Villages Residents Association, some independent living residents investigated the Retirement Villages Act to determine what it offered for representation and support of stakeholders. From this, the Barossa Village Residents' Association was born. This year celebrates our 10th anniversary.

This action was driven by Rosemary Shearer, an ex-Riverton and then Buna Terrace resident, who became the inaugural president of the Association. It is with sadness that we pay tribute to Rosemary who died in July 2021.

After ten years, we felt 2021 was an appropriate

time to review the Constitution. We believe we are fortunate to belong to a community not-for-profit organisation where we feel respected by staff that take on board our concerns, not necessarily common to commercial ventures. The new Constitution will state we are a "Voice for Residents" and that the spirit of our Association is to work in collaboration and co-operation with Management for the benefit of all residents.

### **Carmel Devonish, Secretary**

## Board Members & Executive Team



Left to right: Simon Newbold, CEO | Sally Collings, Board Member | Matt McCulloch, Board Member | David Rundle, General Manager People and Culture | Trudi Vaughan, Board Member | Barb Storey, Board Member | Helen O'Brien, Board Chair | David Quodling, Board Member | John Angas, Board Member | Mark George, Board Member | Matt Kowald, General Manager Integrated Care | Ben Hall, General Manager Service Delivery

## Client Love

“I wanted to compliment my Care Contractor on her kindness and dedication while assisting me.”

“I just wanted to let you know how much we appreciate the help. It truly makes such a difference. Thank you.”

“Thank you for my beautiful garden.”

“I would like to commend the carers on their beautiful, caring help with my husband. Always happy & confident with us. All a pleasure to have. Love having them both.”

“You are all so amazing and do an incredible job with our aged care clients.”

“All your carers coming here are “tops” and each do their utmost to help me. They are all so kind.”

“We are thrilled with the work the gardeners have done. They are a damn good team. Are they able to come next time again? The front yard just looks so beautiful. They deserve credit.”

“In these uncertain times it’s reassuring to know that your well trained and dedicated staff competently carry out their tasks with a high degree of efficiency and compassion for the benefit of all clients.”

“I greatly appreciate your assistance and we are very fortunate to be so well cared for here when we have problems with our unit.”

Photo by John Day  
Independent Living Unit Resident

## Strategic Plan Summary

The Strategic Plan was introduced in January 2020 and identified three strategic pathways to steer Barossa Village as we meet the needs of our community over the next three years and into the future.

### Strategic Objective - One

**Purpose** To expand all areas of our business, including retirement living, home care, residential care and commercial leasing to meet the growing and diverse needs of older people in our community.

**Outcome** Growth that is innovative, future thinking and person centered. An environment that provides purpose, connection and lifestyle to all residents and clients.

### Strategic Objective - Two

**Purpose** To continue strengthening our financial position for the provision of accommodation, lifestyle choices and care services, with a focus on sustainability and innovation that has long term benefits for our residents, clients and the community.

**Outcome** Local people having access to innovative, high quality and affordable aged care and retirement living options that meet community expectations and demand, now and into the future.

### Strategic Objective - Three

**Purpose** Develop an engaged, skilled and aspirational workforce.

**Outcome** A highly engaged, educated, resilient and innovative workforce who will meet the future challenges within our integrated care framework and support the new narrative of aged care.

These strategic objectives will be achieved with the implementation of 13 strategies and 53 key initiatives.



Photo by John Day  
ILU Resident



**Barossa Village**  
*people at our heart*

# **Barossa Village**

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